



Pat Harris  
Chief Diversity Officer  
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February 29, 2012

Rashad Robinson  
Executive Director  
ColorOfChange.org  
138 25<sup>th</sup> Street  
New York, NY 10001

Dear Mr. Robinson,

Thank you for your letter to Mr. Jim Skinner dated December 29, 2011, and the opportunity for McDonald's to respond. At McDonald's, we are committed to embracing diversity—of thought, background, and cultures. And today, in the U.S., more than 70% of our McDonald's workforce is comprised of women and people of color and more than 25% of our leadership team is women and people of color. Additionally, we purchase goods and services worth over \$5 billion dollars annually from women and minority-owned businesses. Our commitment to diversity is a competitive advantage and allows us to continue to be a leader in our industry and the communities we serve. In fact, many of our franchisees participate in a wide variety of diverse organizations on varying levels both domestically and internationally.

Related to your inquiry, McDonald's is a member of the American Legislative Exchange Council (ALEC). It is important to note that while McDonald's is a member of ALEC's Commerce Committee, we are not a member of ALEC's Private Enterprise Board which recently passed the "Voter ID" model legislation.

ALEC has more than 2,000 legislative members and 9 Task Forces that consider several hundred model bills, resolutions, and policy statements. There are policy-related matters in which McDonald's is involved and a host of topics that we are not involved in due to the broad scope of issues that ALEC addresses. The "Voter ID" model legislation is one such proposal of which we were not involved.

It is also important to note that ALEC's public sector leadership makes the final decision on all model bills, statements of principle, and resolutions advanced by ALEC. Private sector members do not have a vote on those final decisions and most do not take a position on many of the model bills and policy reports that ALEC issues each year. Specifically, McDonald's does not participate or have voting authority on any ALEC task force or Board that reviews or takes action on election-related model legislation or resolutions.

As Global Chief Diversity Officer, I understand first-hand the importance of voting to ensure voices are heard on important issues. I encourage you to contact ALEC or a member of ALEC's Private Enterprise Board for more information about the model legislation.

Sincerely,

A handwritten signature in black ink that reads "Pat Harris".

Pat Harris  
Global Chief Diversity Officer